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ASSESSMENT AND SELECTION OF PERSONNEL FOR
THE TURKISH SPECIAL FORCES COMMAND

by

Erdal Kenar

June 1998

Thesis Advisor: Lee Edwards
Associate Advisor: Mark J. Eitelberg

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ASSESSMENT AND SELECTION OF PERSONNEL FOR THE TURKISH SPECIAL FORCES COMMAND

Erdal Kenar
First Lieutenant, Turkish Army
B.S, Turkish Military Academy, 1992

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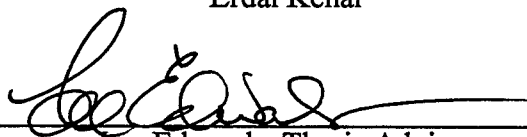MASTER OF SCIENCE IN MANAGEMENT
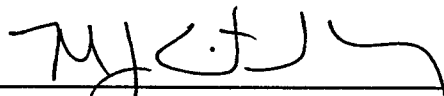
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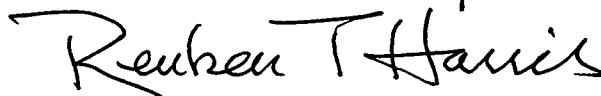NAVAL POSTGRADUATE SCHOOL
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Author: _____
Erdal Kenar

Approved by: _____
Lee Edwards, Thesis Advisor

_____
Mark J. Eitelberg, Associate Advisor

_____
Reuben T. Harris, Chairman
Department of Systems Management

ABSTRACT

The objective of this study is to develop a model for the assessment and selection of personnel for the Turkish Special Forces Command based on procedures applied by the United States Army Special Forces. The study assumes a high degree of similarity between the United States and the Turkish Special Forces in terms of organizational structure and mission statement. A survey was conducted of members of the Turkish Special Forces to obtain their views regarding the most critical personal attributes in the Turkish Special Forces Command. Assessments of these attributes were then compared with those specified for personnel in the United States Special Forces. The results of the survey indicate that the most critical personal attributes of the United States and the Turkish Special Forces are generally similar with some slight differences. The study concludes that a standardized personal selection program such as the United States Special Forces Assessment and Selection process can be used in the Turkish Special Forces with some modifications that account for differences in culture and organizational missions.

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I. INTRODUCTION

From simple beginnings in World War I, psychological and physical tests have been employed on a large scale, with increasing complexity, to assess and select personnel for certain jobs. "With the coming of World War II, the newly created Office of Strategic Services made great progress in the selection of personnel for unconventional units." [Ref. 1]. The missions of the Office of Strategic Services (OSS) included demanding special missions like infiltration into Axis-occupied territories, organizing guerrilla armies, and conducting sabotage and subversion missions.

Although President Truman ordered that the OSS be disbanded on Oct. 1, 1945, this organization later created the nucleus of the Central Intelligence Agency (CIA) and the U.S. Army Special Forces.

"The OSS felt it necessary to assess its volunteers against set and measurable variables (relative human requirements needed to succeed) and select those most suited for the mission." [Ref. 2]. Thus, the organization determined seven general variables necessary for successful service as follows:

> **1. Motivation for Assignment**: war morale, interest in proposed job.

2. Energy and Initiative: activity level, zest, effort,

3. Effective Intelligence: ability to select strategic goals and the most efficient means of attaining them; quick practical thought resourcefulness, originality, good judgment- in dealing with things, people, or ideas.

4. Emotional Stability: ability to govern disturbing emotions, steadiness and endurance under pressure, snafu tolerance, freedom from neurotic tendencies.

5. Social Relations: ability to get along well with other people, good will, team play, tact, freedom from disturbing prejudices, freedom from annoying traits.

6. Leadership: social initiative, ability to evoke cooperation, organizing and administering ability, acceptance of responsibility.

7. Security: ability to keep secrets; caution, discretion, ability to bluff and mislead. [Ref. 3]

Besides these general variables, there were some special qualifications, such as physical ability and teaching ability for a small number of jobs in the OSS.

To measure the study variables in volunteers, the OSS used extensive psychological testing tools, including paper and pencil tests, interviews, and outdoor situational tests. The aim of this three-day assessment and selection process of the OSS was to save valuable training resources by preventing the acceptance of unsuitable nominees to the OSS and prevent the harm to the organization that could be done by selecting incompetent or mismatching personnel. In addition to this, selecting the right person for the right job would also greatly increase mission efficiency.

Today, many prominent elite military formations of different countries use similar personnel selection techniques as that of the OSS. The United States Special

Operations Command (USSOCOM) employs personnel assessment and selection tools based mainly on the OSS selection process.

The U.S. Army Special Forces, one of the USSOCOM components, utilizes a good example of a professional and uniform personnel assessment and selection process. This institutionalized set of selection methods of the U.S. Army Special Forces is called the Special Forces Assessment and Selection (SFAS) process and spans three weeks, separate from training. SFAS has been used since June 1988 to "...identify soldiers who can be trained to perform effectively in unpredictable, adverse and hostile environments and be dedicated to their profession." [Ref. 1].

In SFAS, volunteers are evaluated using mental, learning, and personality tests, such as the Minnesota Multiphasic Personality Inventory (MMPI), Jackson Personality, and Defense Language Aptitude Battery, and field-related assessment activities (i.e., physical fitness tests and problem-solving events).

With the use of SFAS, soldiers who do not possess the attributes required for mission success are screened out as early as possible. The success of the program is such that 95 percent of the nominees who pass the SFAS make it

through specialty training and graduation. This saves training resources and allows a high match between selected soldiers' skills and mission requirements.

The present study first looks into the SFAS and pre-SFAS practices without consideration of other personnel selection and screening processes used by other USSOCOM components (i.e., Navy SEALs and Army Ranger Units). Second, in the light of the U.S. practices to select personnel for Special Operations Forces, the study evaluates whether a similar process for personnel selection can be used in the Turkish Special Forces Command.

This study provides insight on establishing a standardized and institutionalized personnel assessment and selection model for the Turkish Special Forces. Using a proper process of personnel selection, and responding to the specific needs of the Turkish Special Forces, may increase the combat effectiveness of the Turkish Armed Forces by providing highly-suitable soldiers for the unit. In addition, valuable training resources may be saved using a selection program separate from the training.

It is assumed here that the United States and the Turkish Special Forces are similar in terms of their mission statement and organizational structure. Specifically, the following assumptions are offered:

- The top (most critical) personal attributes of candidates for the United States and the Turkish Special Forces are generally similar.

- The top personal attributes of candidates for the United States and the Turkish Special Forces are slightly different because of cultural differences.

- The top personal attributes of candidates for the United States and the Turkish Special Forces are slightly different because of organizational mission differences.

Thus, a similar assessment and selection process as SFAS can be employed in the Turkish Special Forces Command with modifications responding to cultural and organizational mission differences. There are two reasons for focusing on the U.S. Army Special Forces' personnel selection process. The first is that there is a high degree of similarity between the U.S. Army Special Forces and the Turkish Special Forces Command in terms of their missions and organizational structure at the small-unit (detachments and companies) level. Second, SFAS is a unique and successful personnel selection process separated from training.

The aim of this paper is to suggest a personnel selection model to the Turkish Special Forces Command that could possibly increase its combat effectiveness and efficiency in the light of the U.S. practices and experiences in the area. Considering the fact that there is currently no standardized personnel selection process in the Turkish Special Forces Command--aside from a short screening process based mainly on physical fitness tests and several interviews--the suggested model may help to further meet to further meet Turkish Special Forces Command's needs within the officer corps.

II. MISSIONS AND CULTURE OF SPECIAL FORCES UNITS

IN A CHANGING WORLD

From the ancient times to today, there have been elite military formations manned with highly skilled, devoted warriors in many different civilizations around the world. For example, "...the Assyrians employed a Forlorn Hope, a special contingent of shock troops, for a breakthrough of the enemy's walls and defenses." [Ref. 4]. Another example would be the "Ten Thousand Immortals" of the ancient Persian army.

Today, almost every country has its elite military formations to accomplish special tasks in war and peace. Russia has *Spetsnatz* Units whereas Britain employs SAS (Special Air Service) commandos to fulfill the requirements of highly challenging and risky situations. The United States has its elite military formation under the name of the United States Special Operations Command (USSOCOM). This command has Army, Navy, and Air Force components in it so that special operations can be planned and conducted under one command, avoiding the problems of a high-level coordination and bureaucracy among military services during the years before the establishment (1987) of the USSOCOM [Ref. 5].

Unlike conventional military units, Special Operations Forces have a very wide span of missions that requires many different skills in a particular unit. "Congress identifies in the following order 10 activities that focus SOF efforts..." [Ref. 6].

- **Direct Action (DA)**: Direct actions are short-duration, small-scale offensive activities such as raids, ambushes, hostage rescues, and "surgical" strikes to neutralize, seize, or destroy critical targets that could include weapons of mass destruction and associated production facilities. SOF excel at such operations and in many cases possess applicable skills that conventional forces cannot duplicate.
- **Strategic Reconnaissance (SR)**: SR operations, which DoD doctrine redesignates as "special" reconnaissance, collect or verify three sorts of information of national or theater-level significance: 1) the capabilities, intentions, and activities of actual and potential enemies; 2) geographic, demographic, and other regional characteristics; and 3) post-strike battle damage assessments. Land, sea, and air SOF conduct clandestine operations that other forces seldom can duplicate in hostile or denied territory under politically sensitive conditions.
- **Unconventional Warfare (UW)**: U.S. unconventional warfare activities primarily assist insurgents, secessionist, and resistance movements abroad. Special Operations Forces assigned such missions help organize, equip, train, and advise indigenous undergrounds and guerrillas, furnish various kinds of support, and establish evasion/escape networks that facilitate safe movements to, from, and within enemy territory.
- **Foreign Internal Defense (FID)**: FID involves U.S. interdepartmental/interagency efforts to help a foreign government forestall or defeat insurgency, lawlessness, or subversion. Operations seek to strengthen host nation political, economic, social, and national security institutions. SOF primarily train, advise, and otherwise assist local military and paramilitary forces that perform such functions.
- **Civil Affairs (CA)**: CA activities promote civil-military cooperation between U.S. military forces and foreign governments, foreign populations, and nongovernmental organizations at national and local levels before, during, and after hostilities or other emergencies. They may also administer occupied areas and assist friendly governments in rebuilding civil infrastructure and instituitions. CA forces support special as well as conventional operations.
- **Psychological Operations (PSYOP)**: PSYOP activities involve the planned use of propaganda and actions to influence the opinions, emotions, attitudes, and behavior of friends,

neutrals, and enemies in ways that assist accomplishment of security objectives before, during, and after hostilities. PSYOP forces support special as well as conventional operations.

- **Counterterrorism (CT)**: CT concerns offensive interdepartmental/interagency measures designed to deter and, if necessary, defeat domestic and transnational terrorism. Special Mission Units designed expressly for these purposes are prepared to preempt or resolve terrorist incidents primarily abroad, but may advise, train, and indirectly assist other CT forces of the U.S. Government inside the United States if directed to do so by the President or Secretary of Defense.
- **Humanitarian Assistance (HA)**: Humanitarian assistance primarily attempts to provide the quality of life in foreign countries. *Title 10* limits DoD activities to the following: medical, dental, and veterinary care in rural areas; rudimentary surface transportation, well drilling, and basic sanitation projects; rudimentary construction and repair of public facilities; and transportation of relief supplies. DoD interprets humanitarian assistance more broadly. Disaster relief operations in the United States also occur occasionally.
- **Theater Search and Rescue (TSAR)**: TSAR activities involve the use of aircraft, surface craft, submarines, specialized teams, and equipment to find and recover pilots and aircrews downed on land or at sea outside the United States and its territorial waters. Combat search and rescue operations often require special skills and equipment that enable small teams to infiltrate enemy territory undetected, accomplish their missions, and return clandestinely.
- Such other activities as may be specified by the President or the Secretary of Defense [Ref. 6].

The need for Special Operations Forces does not seem to have lessened sinse the end of the Cold War. On the contrary, there are some new world problem areas that need to be addressed by USSOCOM. Although there is a democratization and self-determination trend around the globe, the increase in turmoil--ethnic, religious and national conflicts and hatreds--is not to be overlooked These kinds of regional problems would require cost-effective interagency solutions with a small number of

troops that have a high level of specialty in this field. Special Operations Forces are tailor-made for such an environment as experienced today and most probably for the coming decades of a multipolar and unstable world.

One of the emerging missions for USSOCOM in the Post-Cold-War era is "Combating Proliferation." If it is expected that SOF will play an important role in efforts for a more stable world by decreasing and controlling the number of mass-destruction weapons. "In May 1995, then Defense Secretary William Perry assigned U.S. Special Operations Command (SOCOM) the primary DoD responsibility for the mission of counterproliferation of weapons of mass destruction (WMD) as a part of the broader US government interagency effort in that area." [Ref. 7]. The counterproliferation mission of SOF can be summarized in finding, tracking, and neutralizing weapons of mass destruction.

Although there is a common set of cultural values in the SOF community, the study focuses on the US Army Special Forces without laying aside the practices in other SOF units such as Sea-air-land (SEAL) teams and Ranger units. The reason for focusing on the US Army Special Forces is that there is an especially high degree of similarity between Turkish Special Forces and those of the US Army,

maybe not in size but in terms of organizational structure and missions.

Turkish Special Forces Command assumed the 12-man detachment "Alpha" [Table 1] structure from the US Special Forces back in the 1960s, and it is still in use today. Job titles and training practices in the TSFC teams have been developed by using the US Special Forces as a model.

Table 1: U.S. Special Forces Operational Detachment "Alpha" (The A-Team) Structure [Ref. 8]

Detachment Commander	Captain (O-3)
Executive Officer	Warrant Officer (W-1/3)
Operations NCO/Team Sergeant	Master Sergeant (E-8)
Intelligence& Operations NCO	Sergeant First Class
Weapons NCO	Sergeant First Class (E-7)
Assistant Weapons NCO	Staff Sergeant (E-6)
Engineer NCO	Sergeant First Class (E-7)
Assistant Engineer NCO	Staff Sergeant (E-6)
Medical NCO	Sergeant First Class (E-7)
Assistant Medical NCO	Staff Sergeant (E-6)
Communications NCO	Sergeant First Class (E-7)
Assistant Communications NCO	Staff Sergeant (E-6)

The nature of TSFC missions is not significantly different from those of the US Special Forces. With some exceptions, TSFC has several additional missions such as psychological operations and civil affairs that are conducted by other special operations units in the U.S.

Having listed the general missions of the Special Operations Forces, it would be useful now to mention missions of the U.S. Special Forces. Field Manual 100-5 "Operations" states, under the title of "Special Operations" that "Special Forces units are organized, trained, and equipped to conduct special operations. They conduct all of the principal special operations missions and collateral activities." [Ref. 9]. The same manual (FM100-5 Operations) states the five principal and six collateral activities under the title of "Special Operations" as follows:

Principal Missions of Special Operations

- Unconventional Warfare

- Direct Actions

- Special Reconnaissance

- Foreign Internal Defense

- Counterterrorism

Collateral Activities

- Security Assistance

- Humanitarian Assistance

- Antiterrorism

- Counter-drug Operations

- Personnel Recovery

- Special Activities with other Components [Ref. 9]

Counter-drug operations are the responsibility of the Police Department in Turkey. TSFC does not have a counter-drug operation mission, aside from this, TSFC organizes, equips and trains its units to conduct the same missions and activities listed above.

Direct Action (DA), Strategic Reconnaissance (SR), and Unconventional Warfare (UW) are mostly conducted behind enemy lines. Some of the other missions, such as, psychological warfare and personnel recovery might be carried on in the rear areas of the opposition as well. To accomplish their tasks, Special Forces usually operate in small groups with low visibility. During their operations, SF teams generally avoid contact with enemy forces because of their vulnerability to larger and more heavily equipped conventional forces. There is great risk brought by this asymmetry in power and operating far from friendly forces

in the middle of opposite forces' area with a very limited supply or no supply support at all. If an enemy during a mission detects one Special Forces detachment, it usually means high casualties, or a total sweep-off of the detachment.

Special Forces Team members do their jobs aware of the danger in accomplishing their mission. Beside individual abilities, a Special Forces member has to have the capability to work as a team member. The only thing Special Forces members can trust is their unit's unique skills, and rely on the individual team members. Beside individual abilities, a Special Forces member has to have the capability to work as a team member. Being a team player is of enormous importance for Special Forces operations. Failure of one individual in the unit may put the whole team under fire.

Working in small teams, far removed from the control, direction, and monitoring of more senior commanders and planners, requires exacting judgment and the ability to operate autonomously. Special Forces Team members have to make important decisions in delicate and dangerous situations with low error margins. As in the Foreign Internal Defense (FID) missions, SF detachments deal sometimes with high level officials of a foreign country.

Foreign Internal Defense is an example of a mission where diplomatic transgressions by an SF soldier may cause serious diplomatic problems. This is one reason why SF soldiers are sometimes called "diplomat warriors." They are not only skilled warfighters, but also negotiators with many different cultures in the interest area. As opposed to direct, clear-cut military tactics, diplomacy requires more subtle and tolerant strategies. Dealing with civilians, foreign militia, and the military takes a lot of social and cross-cultural skills. Because those people are not in the U.S. military hierarchy, it is hard to control or direct them.

Interacting with indigenous people is of enormous importance in humanitarian assistance missions. If receivers of the humanitarian help--whether it is food, garments, or shelter--sense unfair treatment by SF soldiers, it might cause problems, as well as a break in agreements.

Changes in the nature of warfare and emerging new threats are putting more weight on special forces members with every passing day. A Special Forces soldier in today's environment is challenged by accomplishing his responsibilities, not only at tactical and operational levels, but also at strategic and diplomatic levels. "The

very nature of Special Forces missions and the intricate, seasoned skills necessary for their execution makes quality of the individual soldier the key to Special Forces preparedness" [Ref. 10]. The problem, however, is how to determine the qualities that promise success in Special Forces operations as a team member and, after determining them, how to measure these desired traits of candidates for Special Forces.

In an attempt to answer these questions and to develop the concept for a Special Forces selection program, the John F. Kennedy Special Warfare Center and School initiated some efforts in this direction. As a result, in June 1988, Special Forces conducted the first selection program separate from training. The idea was that "...a selection course could save valuable training resources and provide highly suitable soldiers for Special Forces." [Ref. 2].

SFAS has proved itself as a successful program at assessing and selecting the right soldiers for challenging missions of SF. "Soldiers selected during the assessment and selection process have a high probability of success during operational training and assignment. SOF have achieved 95 percent success in training and more than 99 percent success during operational assignments." [Ref. 1]

The quality of human resources for Special Operations Forces is the key to success in today's volatile operational environment. Hence, it would be worthwhile to examine these proven techniques in assessment and selection to draw some lessons for similar organizations in the field.

III. PERSONNEL ASSESSMENT AND SELECTION FOR SPECIAL FORCES

A. SPECIAL FORCES ASSESSMENT AND SELECTION (SFAS) PROCESS

The United States Army Special Forces uses a three-week personnel assessment and selection process (SFAS) to test nominees before they attend the Qualification Course (Q-Course) for different specialties. During SFAS process nominees take psychological and physical tests and undergo situational tests, as well. "SFAS activities during the first ten days assess how soldiers perform on their own. The last eleven days' activities assess leadership and how soldiers function as members of a team" [Ref. 2].

In developing the SFAS program similar programs of some organizations, including Office of Strategic Services (OSS) of World War II, the Central Intelligence Agency and the British 22nd Special Air Service (SAS), had been reviewed by U.S. Army Special Forces training developers and planners. "In addition, developers also made coordination visits to Navy and Air Force SOF training centers…" [Ref. 2].

The OSS believed that carrying out selection procedures in conformity with organismic principles of psychology, particularly Gestalt theory, would help to recruit highly motivated, mature, and skilled candidates

for its organization. Thus, the OSS used a series of psychological tests and interviews to measure the critical personal attributes for a successful mission as an OSS member.

An "organismic approach" of psychology continues to be used in SFAS to assess the nominees' personality with similar methods of OSS. An organismic approach to psychology personality is thought to be relatively stable over the time, and the variables (traits) that underlie personality types are reliably measurable, despite the complex nature of human behavior. To assess personality in selecting personnel, SFAS has used the Jackson Personality Inventory (JPI) and the Minnesota Multiphasic Personality Inventory (MMPI). In addition, as learning and mental tests, the Defense Language Aptitude Battery and Audio Perception Battery are also used during SFAS as well.

JPI is a 320-item paper-pencil test with "true"-"false" answers covering 15 substantive scales and one validity scale. The scales measured are: Anxiety; Breadth of Interest; Complexity; Conformity; Energy Level; Innovation; Interpersonal Affect; Organization; Responsibility; Risk Taking; Self Esteem; Social Adroitness; Social Participation; Tolerance; Value Orthodoxy, and Infrequency [Ref. 11]. The purpose of the

JPI is to assess personality characteristics of people within the norm, who have average and above average intelligence (100-120 Intelligence Quotient).

Minnesota Multiphasic Personality Inventory (MMPI) is an objective verbal inventory consisting of 550 statements, 16 of which are repeated, making a total of 566 in the complete test format [Ref. 12]. The purpose of MMPI is to screen and diagnose psychopathology. There are following eight clinical scales in the inventory:

Scale 1: Hypochondriasis

Scale 2: Depression

Scale 3: Hysteria

Scale 4: Psychopathic Deviate

Scale 6: Paronoia

Scale 7: Psychasthemia

Scale 8: Schizophrenia

Scale 9: Hypomania

Two other scales were added later to the list, one being "Scale 5" (Masculinity-Feminity) and the other "Scale 0" (Social Introversion)

The MMPI is used in SFAS to detect deviations of social behavior and to screen out nominees with high scores on the psychopathological scales (anti-social). In addition to paper-and-pencil tests like JPI and MMPI

nominees are interviewed where they are subjectively evaluated by psychologists on whether they are mentally stable [Ref. 13].

Defense Language Aptitude Battery (DLAB) evaluates the aptitude of inservice personnel to learn a language in one of four level difficulty categories.

Auditory Perception Test (AP) evaluates the ability of a soldier to be trained in specialties which use the International Morse Code.

The psychological evaluation and individual physical fitness tests are completed in the Week One of SFAS. Week Two includes several forced marches, a 1.5 mile-long obstacle course, and a land navigation course.

The challenging land navigation course is known to be the longest land navigation course in the U.S. Armed Services a person has to navigate without assistance. The nominees traverse 18-kilometers of rough terrain with many obstacles. The SF candidates can not use roads or flashlights, and they have to walk at night with a heavy rucksack, no matter the weather.

The third week focuses on leadership skills and the ability to operate as a team member. At this stage nominees are separated into twelve-man teams that act under various stress-inducing conditions. For example, a third

week situational obstacle might be to move a vehicle trailer over roughly 18 kilometers as a team. There are other situational tests given in Week 3, where candidates may be given various items of equipment and a mission statement; and they are required to construct or move heavy equipment some distance.

B.   TURKISH SPECIAL FORCES and CURRENT PERSONNEL SELECTION IN THE COMMAND

The establishment of the Turkish Special Forces Command traces back to late 1950's. The foundation of "the Office of Mobilization Supervision (Seferberlik Tetkik Mudurlugu)" in year 1957 might be considered as the nucleus of the Turkish Special Forces Command of today. Following that, in 1962, a detachment of 10th Special Forces Group of the U.S. Special Forces, trained a group of soldiers from the Office of Mobilization Supervision. The training was conducted in a mountainous region of Turkey and lasted sixteen weeks.

In 1965, some high-ranking officers of the Turkish Military noticed the successful activities of U.S. Special Forces units during a field exercise in Canakkale, Turkey. In the following year the Turkish General Staff (TGS) in Ankara, decided to establish a unit capable of special warfare. In 1966, Special Warfare Department had been

established as a command directly connected to the TGS. The personnel of the command consisted of three officers and 24 non-commission officers. The Special Warfare Department consisted of two twelve-man operational detachments and a headquarters of three soldiers. Later the number of the detachments was increased from two to ten.

With the cooperation of the U.S. Army Special Forces, detachment structure and training practices were acquired from U.S. experience in the field. The twelve-man detachment structure [Table 1] was taken, without modification, by Special Warfare Department.

Turkish Special Warfare Department consisted of Army, Navy, and Air Force personnel. A multi-service structure was thought to have two benefits for the organization. First, a typical SF detachment held a wider span of specialties within its structure. This provided a better integration in the joint practices among three services. For instance, a Navy petty officer in the detachment could communicate better with Navy units that might provide sealift during an operation. Another example would be that an Air Force member in the detachment could coordinate the close-air support more effectively, knowing the Air Force jargon and procedures.

Secondly, the multi-service structure of the Special Warfare Department provided the opportunity to select the finest personnel from all three services.

The bulk of the Turkish Military consists of conscription personnel, who serve a 15-months military obligation. Every healthy male citizen of Turkey has to serve in the military usually near the age of twenty years. These soldiers, are called "Conscription Corps" and, because of the temporary nature of their duty, they are not professional soldiers. The Officer and Non-commission officer corps, on the other hand, are full-time professional soldiers. Almost every unit in the Turkish military consists of a majority of conscription corps personnel, and a group of professional personnel (Officers and non-commission officers) in leader and administrative positions. TSWD, however, does not have personnel from conscription corps. This feature of TSWD provided the department with "dedicated" professionals instead of "temporary," conscription personnel.

Until late 1980's TSWD stayed as a small elite formation with ten operational detachments located in Ankara. With the rise of the separatist terrorist organization "Kurdistan Workers Party (PKK)" after 1984, the need for unconventional warfare capable units increased

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dramatically. PKK had been operating in the mountainous regions of the Southeastern Turkey conducting hit-and-run attacks against military and civilian targets.

The rise of terrorism and the success of the TSWD in counter-terrorist tactics helped the organization grow. TSWD has increased its size to four regiments, and the name of the unit changed to the Turkish Special Forces Command (TSFC).

Although TSFC has experienced a high-growth rate in the last decade, no institutionalized personnel selection process has been employed in the organization to date. The current selection process is a two-day program based mostly on physical tests. Nominees are tested on short, medium and long distance runs, a 500-meter standard military pentathlon obstacle course, pull-ups, push-ups, and sit-ups. The selection staff may modify the items adding more tests they consider necessary.

Upon completion of physical tests nominees undergo an interview by an experienced member of the selection staff. The interview last 10-30 minutes and the questions asked might vary from: "Why do you want to join Special Forces?" to "What would be a good solution for the elimination of PKK terrorism?" There is not a fixed list of questions to be asked in the interview. Questions vary depending on the

creativity of the interviewer. Beside answers given, the interviewer monitors the gestures and the level of the ease demonstrated by the nominee. Tricky questions might be asked to test the nominee's consistency in previous answers. The interviewer does not look for correct answers, because there are none, yet the nature of the response.

The psychological assessment of the nominees, however, is limited with the interview. There is neither standardized psychological tests, nor situational field tests to measure the desired variables in nominees.

The prerequisites for officers to be eligible for the selection program are: To be a male graduate from one of the service academies (Army, Navy, or Air Force), to be a second lieutenant or a junior first lieutenant (between ages 22 and 28), to pass the medical examination for commando standards.

Upon passing the selection program nominees are accepted to the four-month special operations course. In the Special Operations Course participants are trained on basic skills necessary for every Special Forces member.

C. SUMMARY

In the current personnel selection process of the Turkish Special Forces Command physical performance of the

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candidates are evaluated through a series of tests. But there is no substantive tools to assess candidates in terms of their personality and mental capabilities to match to operational job requirements. There are no situational tests where the nominees can be evaluated during team exercises. There are no standardized techniques to measure the requisite personal attributes of nominees. As a result, personnel that do not match with the requirements necessary drop out later in the following training phase, or fail to perform to standards during mission. This causes a critical waste of valuable training resources, and even worse, a failure of essential missions.

In the United States Special Forces, on the other hand, using a standardized program, SFAS, to select personnel, the match between the job and personnel has been increased with a success rate of 95 percent [Ref. 14].

IV. THE SURVEY

A. METHODOLOGY

To determine the personal attributes that are most desirable for the Turkish Special Forces Command, a survey [Appendix A] was conducted among Turkish Special Forces detachment members. The subjects of the survey were given survey forms written in their native language "Turkish" [Appendix B]. Of the 27 attributes listed in the survey the subjects were requested to mark the nine attributes that they thought most critical for a Special Forces member. Following this, subjects were requested to mark the nine least important attributes from the same list. A mark of the most important attributes would be with a "1" on the blank space provided before every attribute on the list. A mark of the least important attributes would be with a "2." The nine attributes that do not belong either of these groups would be left blank.

In addition to the attributes in the list, subjects were encouraged to add other attributes they considered critical for Special Forces members.

As a result, upon having filled out the survey form, a subject would have nine personal attributes marked with "1" indicating those nine attributes are considered to be in the most important group according to the subject. In

addition to this the subject would have nine attributes marked with "2" indicating that these attributes are considered to be in the least important group, and nine unmarked attributes. The unmarked group in the study was called "neither least, nor most important group of attributes."

The design of two response groups with a group in the middle was designed to create a dichotomy of attributes. It was designed for subjects to group the attributes, because of a perceived difference between the groups. It was considered relatively harder for a subject to decide between attributes that might have a similar importance.

To determine the attributes that are listed in the survey, a literature review and interviews with several active SF members, both U.S. and Turkish, were conducted. The most frequently repeated personal attributes were chosen to create a list of personal attributes that might predict success for Special Forces members. Among the 27 attributes chosen, there are also eight attributes that are considered as the most important ones by the U.S. Army Special Forces. The Special Forces Assessment and Selection process is dedicated to select personnel that have the eight attributes important to their personal success in training, and later in missions in Special

Forces. The eight personal attributes that are required in the U.S. Army Special Forces are: Effective Intelligence; Emotional Stability; Energy and Initiative; Leadership; Motivation for Assignment; Physical Ability; Security; and Social Relations.

The number of personal attributes on the list had been limited to 27, because this was the maximum number of attributes that fit into the one-page survey with applicable definitions. The survey form was prepared so subjects would complete it in approximately 15-minutes.

Definitions for personal attributes were provided in the survey form to reach a uniform terminology, and to achieve survey results for later analyses. Subjects had been told on the first page that they should first read the definitions of the attributes before beginning to mark their response, so the attributes might have the same meaning for every person.

B.   SURVEY SAMPLE AND CONSTRAINTS

Although the Turkish Special Forces Command is located in the Turkish capital city, Ankara, most of the operational detachments are located throughout the country. Because during the conduction of the survey the researcher was located in the United States, a third party (An Turkish

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Army officer) in Ankara, Turkey was used to collect the data for the survey. The survey forms were faxed to the third party where he copied and distributed the forms within the Turkish Special Forces. He later collected the survey forms and sent them back to the researcher to be evaluated. A massive part of Special Forces training and almost every operational and training mission of the command are, through necessity, conducted in various regions of Turkey. In addition there are units that are deployed temporarily abroad for training or for operational reasons.

As a result, a typical Special Forces operational detachment, having a main base in Ankara, is deployed to many different locations without the country for a term of six months or more. After the mission or training is completed, detachments return to the main base in Ankara. The situation of permanent switching of units gives detachments the opportunity to excel in many different kinds of missions and receive training on a variety of specialties. For the survey, however, this is a constraint in finding a large contingent of active Special Forces members in Ankara at one time, for a sample.

Another constraint is that the survey is given exclusively to active Special Forces operational detachment

members. For example an easily available pool of staff members at Special Forces Command Headquarters, were excluded from the survey, mainly because of their lack of experience as an active operational detachment member. Most of the staff positions are filled with personnel from the regular or conventional forces.

Hence, finding a substantial number of active Special Forces members as a sample for the survey was a limitation. Hence, the researcher accepted available and suitable "volunteers" as a subject.

There were 50 responses to the survey. For specificity the sample of 50 Special Forces members were all detachment members that happened to be in Ankara during the time period the survey was conducted. Because of the arbitrary nature of unit deployments from and to Ankara, it was considered that the 50 Special Forces members who responded to the survey were the sample population for the study. Therefore, the sample population consisted of 50 Turkish Special Forces personnel.

C.   RESULTS FROM THE SURVEY

Of 50 SF detachment members, who responded to the survey, there are some noted irregularities in filling out the survey forms. As such, 37 subjects filled out the

survey form according to the instructions on the first page of the form. That is, the 37 subjects filled the survey form out correctly, marking nine personal attributes with "1," another nine attributes with "2,"and the rest blank. These forms, filled out correctly according to the instructions, are called "sound responses".

Thirteen subjects, on the other hand, filled out their survey forms with some omissions. For example, two of them marked nine attributes of their choice with "1," yet marked all the other attributes with "2" [Table 2]. Overall, two forms were noted with irregularities in marking the "1"s. One subject marked eight attributes, while another ten attributes, instead of the requested nine "1"s.

The two irregularities of the selections were not a problem for the study. The same consistency in responses does not exist in the number of "2"s, indicating the least important group of attributes. The number of "2"s in irregular responses varies from 3 to 18 [Table 2].

In aforementioned case, excluding the 13 irregular responses and going with 37 "acceptable" would be an option. Yet, because a larger sample size would represent the population better, it was preferred to include the irregular responses. The use of 13 irregular responses has

been justified below using "Pooled-variance *t* Test for Differences in Two Means."

Table 2: Number of "1"s and "2"s of 13 Irregular Responses (n=13)

Number of "1"s	Number of "2"s
9	3
9	3
9	6
9	18
9	18
8	18
10	9
9	7
9	8
9	8
9	8
9	10
9	10

Table 3: Summary Analysis of Irregular Responses

Number of "1"s	Number of "2"s
$n_1 = 13$	$n_2 = 13$
$\overline{X}_1 = 9$	$\overline{X}_2 = 9.692$
$S_1^2 = 0.166$	$S_2^2 = 27.23$
$S_1 = 0.408$	$S_2 = 5.218$

To indicate there is not a significant difference between the means of "1" and "2" selections --those means being equal to desired number of 9-- two groups (columns in table 1) have been compared in terms of their means. The null hypothesis here would be:

$H_0 : \mu_1 = \mu_2$ or $\mu_1 - \mu_2 = 0$ where

$H_1 : \mu_1 \neq \mu_2$

Pooled-variance t-test statistics can be computed, where:

$$t = \frac{(\overline{X}_1 - \overline{X}_2) - (\mu_1 - \mu_2)}{\sqrt{S_p^2 \left[\frac{1}{n_1} + \frac{1}{n_2} \right]}} \qquad (1)$$

$$s_p^2 = \frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{(n_1 - 1) + (n_2 - 1)} \qquad (2)$$

and $S_p^2 = $ Pooled Variance

$\bar{X}_1 =$ Mean of the sample taken from population 1

$S_1^2 =$ Variance of the sample taken from population 1

$n_1 =$ Size of the sample taken from population 1

$\bar{X}_2 =$ Mean of the sample taken from population 2

$S_2^2 =$ Variance of the sample taken from population 2

$n_2 =$ Size of the sample taken from population 2

The pooled variance t-test statistic follows a t-distribution with two degrees of freedom (df=2). A two-tailed test of hypothesis for the difference between means at the .05 level of significance has been computed with $t =$ -0.477.

Critical values of t for 24 degrees of freedom at the 0.05 level of significance are +2.0639 and -2.0639. Because the t statistic (-0.477) happened to be between these critical values do not reject the null hypothesis. This means there is no difference between the means of number "1"s and "2"s and those means are equal to 9. As a result, the 13 irregular responses are considered not significant.

Table 4 shows the combined survey results (sound and irregular responses together), where the 27 personal attributes are listed on the first column in the order as in the survey form. The second column indicates how many

Table 4: Combined Survey Results (sound and Defective Response Together)

Personal Attributes	-1-	-2-	-3-	-4-
1.Openness to new ideas, suggestions	14	21	15	-7
2.Autonomy	12	26	12	-14
3.Cross-cultural Skills	5	30	15	-25
4.Determination	32	6	12	26
5.Social Relations	18	19	13	-1
6.Effective Intelligence	40	5	5	35
7.Emotional Stability	34	7	9	27
8.Physical Adaptability	25	13	12	12
9.Propaganda Skills	14	21	15	-7
10.Maturity	8	25	17	-17
11.Motivation for Assignment	22	9	19	13
12.Manual Dexterity	2	26	22	-24
13.Leadership	34	4	12	30
14.Interest in Adventure, Excitement, and C	2	33	15	-31
15.Creativity	12	15	23	-3
16.Flexibility	12	12	26	0
17.Physical Ability	28	6	16	22
18.Personal Adaptability	10	17	23	-7
19.Observing and Reporting	8	18	24	-10
20.Being orderly and organized	8	17	25	-9
21.Technical Skills	7	29	14	-22
22.Energy and Initiative	12	15	23	-3
23.Physical Appearance	1	30	19	-29
24.Knowledge of a Foreign Language	8	29	13	-21
25.Security	27	6	17	21
26.Loyalty and Obedience	41	2	7	39
27.Tactical Skills	14	18	18	-4

-1- : Number saying among the 9 most important attributes
-2- : Number saying among the 9 least important attributes
-3- : Number saying neither least, nor most important attributes
-4- : Difference between column -1- and column -2-

of the 50 subjects indicated a certain personal attribute to be in the category of the nine most important attributes ("1").

The number in the second column has been derived by counting number of "1"s for every personal attribute separately.

The third column in table 4 indicates how many subjects put a certain personal attribute into the category of the nine least important attributes ("2").

A few subjects left some attributes blank. This may possibly mean they consider the blank attributes are neither in the most, nor in the least, important groups, possibly being in the middle. To indicate this, a fourth column has been added to the table indicating number of subjects saying that an attribute is neither "least," nor "most important."

The subtraction of the number on the column 3 from the numbers on the column 2 has been shown on the last column under the title "differences." This column has been used to make a consistency check on the responses to the survey. The rationale behind the consistency check is with an example: 18 out of 50 subjects put "social relations" into the category of the nine most important attributes, however, there are 19 other subjects that put this

attribute into the category of the nine least important attributes. Thus, looking at 18 subjects to determine the importance level of "social relations" would be misleading. Therefore, looking at the numbers on the column of differences, for this case -1(18-19), would prevent jumping to a false conclusion. A negative number would indicate there are more subjects, putting the attribute into the category of the nine least important attributes. As in this case, "social relations" does not show consistency in terms of being important to the subjects.

A good example of consistency on the other hand would be "Loyalty and Obedience." There are 41 subjects that put this attribute into the category of the nine most important attributes. The number of subjects that say "Loyalty and Obedience" is in the group of the nine least important attributes is two. The difference in this example, being 39, is almost as high as the number of subjects that say this attribute is in the group of the nine most important attributes. Thus, there is a high level of consistency among the subjects in terms of this particular attribute's importance level.

D. WHAT ARE THE MOST IMPORTANT PERSONAL ATTRIBUTES FOR THE TURKISH SPECIAL FORCES COMMAND?

The eight most important personal attributes derived from combined survey results [Table 4] and listed on Table 5 with additional information. Under the title: "Top 8 Attributes According to Number saying among the 9 most important Attributes" [Table 5], the most important personal attributes for the Turkish Special Forces Command are: Loyalty and Obedience; Effective Intelligence; Emotional Stability; Leadership; Determination; Physical Ability; Security; and Physical Adaptability. The top eight attributes according to differences have been listed in the next column box [Table 5] to check the consistency. Comparing these two groups of attributes gives a pretty high level of consistency because of a near correlation between the two groups. Table 5 also indicates a high level of consistency among three groups of the least important eight attributes are derived using different approaches.

A histogram [Figure 1] gives a general picture of the importance levels of all 27 personal attributes in the survey. The most important attribute is: "Loyalty and Obedience," where a least important attribute is "Physical Appearance."

Table 5: Ranking of Top and Bottom Attributes of Combined Survey Responses

Top 8 Attributes According to Number saying among the 9 most important Attributes

Loyalty and obedience (41)
Effective Intelligence (40)
Emotional Stability (34)
Leadership (34)
Determination (32)
Physical Ability (28)
Security (27)
Physical Adaptability (25)

Top 8 Attributes According to Differences

Loyalty and Obedience (39)
Effective Intelligence (35)
Leadership (30)
Emotional Stabilty (27)
Determination (26)
Physical Ability (22)
Security (21)
Motivation for Assignment (13)

Bottom 8 Attributes According to Number saying among the 9 most important Attributes

Physical Apperance (1)
Interest in Adventure, Excitement, and Change (2)
Manual Dexterity (2)
Cross-cultural Skills (5)
Technical Skills (7)
Knowledge of a Foreign Language (8)
Being Orderly and Organized (8)
Maturity (8)

Bottom 8 Attributes According to Differences

Interest in Adventure, Excitement, and Change (-31)
Physical Appearance (-29)
Cross-cultural Skills (-25)
Manual Dexterity (-24)
Technical Skills (-22)
Knowledge of a Foreign Language (-21)
Maturity (-17)
Autonomy (-14)

Bottom 8 Attributes According to Number saying among the 9 least important attributes

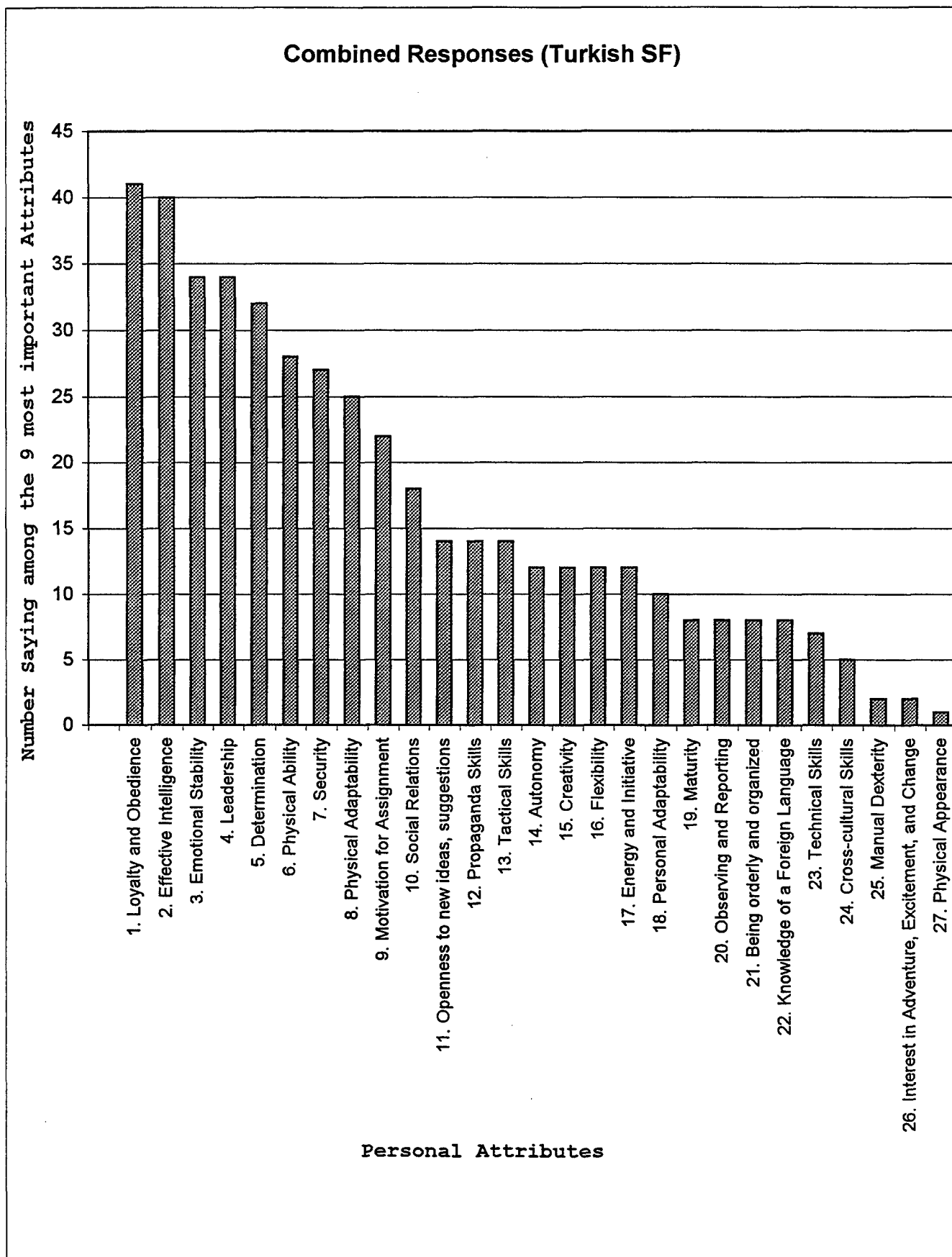| |
|---|
| Interest in Adventure, Excitement, and Change (33) |
| Cross-cultural Skills (30) |
| Physical Appearance (30) |
| Technical Skills (29) |
| Knowledge of a Foreign Language (29) |
| Autonomy (26) |
| Manual Dexterity (26) |
| Maturity (25) |

Figure 1: Frequency Distribution of Numbers Saying Among the Most Important Attributes (Combined Survey Responses)

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Although the survey rests on consistency, there might be a question about the accuracy of the survey: Are the eight most important attributes significantly different from the eight least important attributes in terms of the importance level determined by the subjects? In order to determine the eight most important attributes, there should be a significant difference between these two groups, determined by the subjects as most important and least important attributes.

A "Pooled-variance t Test for Differences in Two Means" has been used below (Table-6) to test the Null-hypothesis that the means of importance levels are similar for the eight most important attributes and the eight least important attributes.

To compare the means of the numbers (in parenthesis) (Table-6) of subjects that indicated the attributes is in the group of most important attributes, the null hypothesis ($H_0 : \mu_1 = \mu_2$) has been tested using the formulas (1), and (2). For the t-test t equals 11.787.

With 14 degrees of freedom at the 0.05 level of significance, critical values are +2.1448 and −2.1448. Because the t statistic (11.787) is larger than the positive critical value (+2.1448), we reject the null-hypothesis. The two means of top eight attributes and

Table 6: Top and Bottom Personal Attributes of Turkish Special Forces Command.

Top 8 Attributes	Bottom 8 Attributes
Loyalty and Obedience (41)	Physical Appearance (1)
Effective Intelligence (40)	Interest in Adventure, Excitement, and Change (2)
Emotional Stability (34)	Manual Dexterity (2)
Leadership (34)	Cross-cultural Skills (5)
Determination (32)	Technical Skills (7)
Physical Ability (28)	Knowledge of a Foreign Language (8)
Security (27)	Being Orderly and Organized (8)
Physical Adaptability (25)	Observing and Reporting (8)

Table 7: Some Summary Statistics of Top and Bottom 8 Attributes.

Top 8 Attributes	Bottom 8 Attributes
$n_1 = 8$	$n_2 = 8$
$\overline{X}_1 = 32.625$	$\overline{X}_2 = 5.125$
$S_1 = 5.854$	$S_2 = 3.044$
$S_1^2 = 34.268$	$S_2 = 9.268$

bottom eight attributes are significantly different from each other.

To make a "what if analysis," "acceptable" and "irregular" survey responses have been evaluated separately. If the irregular survey responses had not been included in the study, the top eight attributes would be the same [Appendix C] with possible minor changes on the ratings of other attributes. On the other hand, if only irregular responses had been used, the top eight Turkish attributes would be the same, except "Motivation for Assignment" would replace "Physical Ability" [Appendix D]. This is an indication of consistency between acceptable and irregular responses.

Having indicated that the importance level between the eight most important attributes and the eight least important attributes is significantly different from each other, one of the most crucial questions of the study can be addressed. Are the eight personal attributes that the U.S. Army SFAS process is based on and the eight personal attributes that are thought as most important for the Turkish Special Forces, according to the survey results, be similar?

To test the hypothesis that the desired personal attributes of the U.S. and the desired personal attributes

of Turkey are the similar, another *t* Test for Differences in two means has been used in the following section.

E.   COMPARING THE U.S AND THE TURKISH ATTRIBUTES

Having tested the survey for its consistency, the next step is to test the hypothesis that the eight most important attributes of the U.S. Army Special Forces and the eight most important attributes of the Turkish Special Forces are the same. To do this a "Pooled-variance *t* Test for Differences in Two Means" has been used testing the hypothesis (H_0: $\mu_1 = \mu_2$ where $H_1 : \mu_1 \neq \mu_2$).

Table 8: Most Important U.S. Attributes vs. Most Important Turkish Attributes.

The Eight Most Important U.S. Attributes	The Eight Most Important Turkish Attributes
Social Relations (18)	Loyalty and Obedience (41)
Effective Intelligence (40)	Effective Intelligence (40)
Emotional Stability (34)	Emotional Stability (34)
Leadership (34)	Leadership (34)
Physical Ability (28)	Determination (32)
Motivation for Assignment (22)	Physical Ability (28)
Energy and Initiative (12)	Security (27)
Security (27)	Physical Adaptability (25)

The numbers in parenthesis [Table 8] indicate frequency the subjects that put that attribute into the group of the nine most important attributes.

Table 9: Some Summary Statistics of U.S. and Turkish Attributes

U.S. Attributes	Turkish Attributes
$n_1 = 8$	$n_2 = 8$
$\overline{X}_1 = 26.875$	$\overline{X}_2 = 32.625$
$S_1 = 9.250$	$S_1 = 5.854$
$S_1^2 = 85.554$	$S_2^2 = 34.268$

From the formulas (1) and (2) the value of the t statistic is -1.486. With 14 degrees of freedom (df=14) at the .05 level of significance, the critical values are +2.1448 and -2.1448. Because the t statistic is between those critical values, do not reject the null-hypothesis. This indicates the eight most important U.S. attributes and the eight most important Turkish attributes are not significantly different from each other.

Five out of the eight most important U.S. attributes; i.e., Effective Intelligence, Emotional Stability, Leadership, Physical Ability, and Security had been rated as "most important" for the Turkish Special Forces. In addition to this, two other U.S. attributes: Motivation for

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Assignment and Social Relations ranked as ninth and 10th most important according to the survey results [Figure 1]. This may elude to a strong correlation between the desired personal attributes of the U.S. and Turkish Special Forces.

V. CONCLUSIONS AND RECOMMENDATIONS

A. BACKGROUND

The study examined the U.S. Army Special Forces Personnel Assessment and Selection Process (SFAS) in order to create a similar model for the Turkish Special Forces Command. It is indicated that the U.S. Special Forces and the Turkish Special Forces are similar in terms of their missions and organizational structure.

Hence, the researcher focused on the personal attributes the assessment and selection program of the U.S. Army Special Forces is based on. There are eight personal attributes are considered as critical for success in the U.S. Army Special Forces. In SFAS, candidates are evaluated using psychological, physical, and situational tests. The aim of this standardized and institutionalized personnel selection process is to select soldiers that possess predetermined personal attributes that promise success in the highly specialized mission of the organization. Hence, a high match between SF jobs and selected soldiers is possible where valuable training resources are at a premium.

To establish a similar standardized and institutionalized personnel assessment and selection process for the Turkish Special Forces Command, the very

first step is to determine the most critical personal attributes that would promise success in the Turkish Special Forces Command. For such a determination a survey was conducted among the Turkish Special Forces members in Ankara, Turkey.

The second step was a comparison of the most important Turkish attributes with those of the United States. According to the correlation and the possible differences between the U.S. and the Turkish attributes, the researcher came to the study conclusions.

B. CONCLUSIONS

The study indicated that the most critical personal attributes of candidates for the United States and the Turkish Special Forces are moderately correlated. Five of the eight most important attributes of the United States and the Turkish Special Forces are the same. The five personal attributes considered to have potentiality toward success in Special Forces operations are: Effective Intelligence, Emotional Stability, Leadership, Physical Ability, and Security. Although the other three personal attributes in the group of the eight most important U.S. attributes are not included in the group of most important Turkish attributes, these three attributes received high scores (number of "1"s) in the survey conducted among the

Turkish Special Forces members. These three attributes are: Social Relations, Motivation for Assignment, and Energy and Initiative. The relative difference between the U.S. and the Turkish top attributes is Loyalty and Obedience, which stands as the most important attribute at the top of the Turkish critical attributes. Of the fifty subjects who responded to the survey, 41 subjects considered Loyalty and Obedience as in the most important group of personal attributes. This attribute is not mentioned in the group of the top U.S. attributes. This is thought to be a cultural difference, where the Turkish Army culture requires strict obedience of soldiers to follow their leaders without questioning authority. Loyalty and Obedience are highly emphasized throughout the military training beginning with military high schools.

C. RECOMMENDATIONS

The Turkish Special Forces Command should use a similar personnel assessment and selection process as the United States Special Forces Assessment and Selection with some modification to cultural and organizational mission differences. A standardized and institutionalized personnel selection program for the command can make best use of valuable training resources, and, more importantly,

it can increase the effectiveness of operations with persons of high potential in Special Forces teams.

The first step to establish a personnel assessment and selection process for the Turkish Special Forces should be to create a personnel selection staff within the SF command. Because personnel selection in the Turkish Special Forces is not a continous process, this personnel selection staff should come together when a need occurs. It is recommended psychologists be members of the selection staff, as well as, experienced members of the Turkish Special Forces. Although the Turkish Special Forces Command does not have positions for psychologists, they could be deployed temporarily from other commands (e.g., military hospitals and schools) for the personnel selection periods that could occur biannually. To provide as much consistency as possible, the same selection staff should be used each time. This way, the selection staff may have an organizational experience as a basis for their selection duties. Using the same selection staff provides also the opportunity to fine-tune the program with the lessons-learned from the last experiences.

The assessment and selection process should be carried out at a site, where candidates are kept under surveillance for 24-hours, without interaction with the outside world or

any other person, except the selection staff. A remote building with a proper environment for physical tests and field tests would possibly be helpful to the selection staff, where the distraction level for both candidates and selection staff would be minimum. The selection staff should share the same building and living quarters. This would allow the selection staff to obtain in-depth knowledge of candidates within a short time.

It is recommended the assessment and selection process for the Turkish Special Forces should not be shorter than two weeks. In this manner the first week of the program could be used to evaluate candidates on individual bases, where the second week could be dedicated to evaluating candidates as members of an operational team.

In the second week personality tests; i.e., the Minnesota Multiphasic Personality Inventory (MMPI) and the Jackson Personality Inventory (JPI), used in SFAS should be used to assess the desired attributes in candidates and to screen psychopathology in candidates.

Also, physical tests should be employed in the first week, to assess candidates individual physical performance. The current physical tests in the Turkish Special Forces can be used without modification. This would take approximately two-days to complete.

In addition the Audio Perception Battery should be employed to measure the ability of the candidates' ability to be trained in using International Morse Code.

The selection staff should use the first week to get to know the candidates on a one-to-one basis. To accomplish this, the selection staff could have numerous interviews with candidates. Candidates should be cross-interviewed, where they are asked questions that help to get a personality picture of candidates.

In the first week candidates should choose cover stories, where they make up a cover story of their own to hide their original identity. Candidates should undergo certain simulations of interrogation where the selection staff tries to break their cover story. The rationality and consistency of the cover stories, the ease that candidates relate their cover, and resistance to interrogators can provide some inference on a candidates' security, determination, and effective intelligence.

The second week should be used to test candidates as a team. Situations with an appointed leader from the group of candidates and also in leaderless situations could be given to assess candidates' leadership skills and social interaction.

Field team tests could be the curriculum for the third week, where candidates could be tasked to construct objects within a certain time with limited material. Also, tasks could be of the nature, where candidates move heavy objects for a predetermined distance may help evaluate nominees' determination, emotional stability, and intelligence. Fields tests are very useful tools to observe individuals as team members. The selection staff should monitor candidates' strengths and weaknesses in cognitive and in social skills.

To assess Loyalty and Obedience, the selection staff would need to develop tests, where candidates are given difficult tasks, during which they are evaluated. Candidates, who oppose, frequently, and criticize their leaders should be possibly screened out at this stage.

Upon completing the first selection program the selection staff should review the process to make adjustments for the next selection processes of new groups of candidates. The selected personnel should be tracked during their stay in the command in terms of their success and drop-out rates.

A standardized and institutionalized personnel assessment and selection as described above can increase the Turkish Special Forces Command's combat effectiveness

and save valuable training resources. Further research should be done on the implementation of such an assessment and selection process. A task force with experienced members--both enlisted and officer personnel--of conventional and special forces, and psychologists should establish selection criteria and the Turkish Special Forces Assessment and Selection Program itself.

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Personal Attributes Necessary
For Special Forces Team Members
(Survey)

The very wide span of responsibilities of Special Forces teams requires that this kind of elite military formations conduct miscellaneous missions in different environments under harsh circumstances. As you would know very well some of those missions do require high performance and tremendous amount of personal sacrifices as in: **direct mission** (destroying critical targets, ambush, and hostage rescues etc.), **strategic reconnaissance** (special reconnaissance conducted in the deep rear of enemy territory), **unconventional warfare, psychological operations, theater search and rescue,** and **counter-terrorism.** I think all of you would agree that Special Forces Team members should have some certain personal attributes to accomplish their mission.

On the second page I listed 27 personal attributes, that I derived from various sources, in a random manner. What I request from you is: *Based on your experience and potential future situations, first select 9 most important attributes that you would want a Special Forces Team member to posses and mark the blank space provided with a "1" for those attributes. Secondly select the least important or maybe even unwanted attributes from the list and mark them with a "2".*

If you have some additional attributes, other than on the list, on your mind you may use the space on the back of second page to write them.

Important notice: The personal attribute definitions I have provided on the second page and the ones on your mind may differ. Thus before beginning to mark, please read those definitions and mark accordingly. This would help to a uniform terminology bringing along healthier results for the survey.

THANK YOU FOR YOUR COOPORATION.

<div style="text-align: right">

Erdal KENAR
1LT. TU ARMY
NPS-Monterey, CA

</div>

Name:
Rank :

Personal Attributes

___1. **Openness to New Ideas, Suggestions:** Readiness to ask new ideas and new perspectives from the team members and ability to listen to them seriously so that every team member would know their ideas are taken into account before reaching a decision.

___2. **Autonomy:** To be able to come and go as desired, to say what one thinks about things, to be independent of others in making decisions, to feel free to do what one wants, to do things that are unconventional, to avoid situations where one is expected to conform, to do things without regard to what others may think, to criticize those in positions of authority, to avoid responsibilities and obligations.

___3. **Cross-cultural Skills:** Ability to understand and tolerate traits and ways of life of other cultures and ethnicities so that one can communicate with them effectively when necessary.

___4. **Determination:** Ability to stick to a resolution under even harsh and unpleasant conditions.

___5. **Social Relations:** Ability to get along well with other people, good will, team play, tact, freedom from disturbing prejudices, freedom from annoying traits.

___6. **Effective Intelligence:** Ability to select strategic goals and the most efficient means of obtaining them; quick practical thought –resourcefulness, originality, good judgement- in dealing with things, people, or ideas.

___7. **Emotional Stability:** Ability to govern disturbing emotions, steadiness and endurance under pressure, snafu tolerance, and freedom from neurotic tendencies.

___8. **Physical Adaptability:** Ability to adapt oneself to different physical conditions e.g. to different climate, terrain conditions.

___9. **Propaganda Skills:** Ability to apperceive the psychological vulnerabilities of the enemy; to devise subversive techniques of one sort or another; to speak, write, or draw persuasively.

___10. **Maturity:** Quality of being fully adult in terms of personality and emotional behavior.

___11. **Motivation for Assignment:** Desire and interest in working as a Special Forces Team member.

___12. **Manual Dexterity:** Ability to use hands, wrists and arms accurately in order to accomplish a manual job.

___13. **Leadership:** Social Initiative, ability to evoke cooperation, organizing and administering ability, acceptance of responsibility.

___14. **Interest in Adventure, Excitement, and Change:** Desire to experience adventures and changes mostly to achieve some kind of fun or excitement.

___15. **Creativity:** Ability to invent and develop new and original ideas.

___16. **Flexibility:** Being able to switch from one decision to another quickly when the new situation necessitates the change.

___17. **Physical Ability:** Agility, daring, ruggedness, stamina.

___18. **Personal Adaptability:** The ability to adapt oneself mentally to a variety of situations.

___19. **Observing and Reporting:** Ability to observe and to remember accurately significant facts and their relations, to evaluate information, to report succinctly.

___20. **Being Orderly and Organized:** To have written work neat and organized, to make plans before starting on a difficult task, to have things organized, to keep things neat and orderly, to make advance plans when making a trip, to organize details of work etc.

___21. **Technical Skills:** Skills in technical fields of military branch like the knowledge of a particular weapon system or a tactical radio.

___22. **Energy and Initiative:** Activity level, zest, effort, initiative.

___23. **Physical Appearance:** Traits like being tall, short, lean, heavy, and bald or having some skin defects etc.

___24. **Knowledge of a Foreign Language:** Being able to speak and write in a foreign language effectively.

___25. **Security:** Ability to keep secrets; caution, discretion, ability to bluff and to mislead.

___26. **Loyalty and Obedience:** Readiness to obey orders without resistance and the ability to stick to the unit under harsh, different conditions.

___27. **Tactical Skills:** Military skills in tactical field like knowing the tactics that are used by enemy or friend units.

Ozel Kuvvetler Tim Personelinde
Bulunmasi Gereken Ozellikler
(Anket)

Ozel Kuvvetler timlerinin oldukca genis olan sorumluluklari, bu tip elit askeri formasyonlarin birbirinden oldukca farkli ortamlarda, zor sartlar altinda cesitli gorevler icra etmesini gerektirmektedir. Bu gorevlerden bazilarinin sizlerin de cok iyi bildigi gibi; **direkt gorev**(kritik hedeflerin imhasi, pusu, rehine kurtarma vb.), **stratejik kesif**(dusman derin derinliginde icra edilen ozel kesif), **gayrinizami harp, psikolojik harp, arama-kurtarma** ve **terorle mucadele** gibi yuksek performans ve buyuk ozveri gerektiren operasyonlar oldugunu da dusunerek, Ozel Kuvvetler Timlerinde gorev yapan personelin bu gorevleri ifa ederken bazi kisisel ozelliklere sahip olmasi gerektigine sanirim hepiniz katiliyorsunuz.

Ikinci sayfada cesitli kaynaklardan topladigim 27 adet kisisel ozelligi herhangi bir sira gozetmeksizin siraladim. Sizlerden istedigim: *Bugune kadarki tecrubeniz ve gelecek olasi durumlar isiginda, bir Ozel Kuvvetler tim mensubunda bulunmasini istediginiz en onemli 9 ozelligi bu ozellikler arasindan secip, ilgili maddelerin basindaki kisa cizgi uzerine "1" rakamini yazmaniz. Ikinci olarak ise bu maddelerden en onemsiz, ya da belki gereksiz digebileceginiz 9 ozelligi bulup, onlarin basina da "2" rakamini yazmaniz.*

Eger ikinci sayfada siralananlar disinda sizin de eklemek istediginiz farkli ozellikler varsa onlari da ikinci sayfanin arkasina yazabilirsiniz.

Onemli Not: Benim verdigim kisisel ozellik tanimlari sizin kafanizdaki tanimlardan farkli olabilir. Bu yuzden terim birligi saglayabilmek icin oncelikle butun tanimlari okuyup daha sonra numaralamaya gecmeniz anketin daha saglikli bir sonuc vermesine yardimci olacaktir.

YARDIMLARINIZ ICIN SIMDIDEN TESEKKULER.

Erdal KENAR
Top. Utgm.
NPS-Monterey, CA

Ad,Soyad :
Rutbe :

Kisisel Ozellikler

___ **1. Yeni Fikir ve Onerilere Acik Olmak:** Diger tim mensuplarina yeni fikir ve perspektiflerini sormaya hazir olmak ve onlari ciddi bir sekilde dinlemek. Boylece tim mensuplarinda kendilerinin dusuncelerinin de belli bir karara varmadan once dikkate alindigi hissini yerlestirmek.

___ **2. Otonomi:** Kendi istedigi gibi davranma, dusuncelerini rahatca soyleyebilme, karar verirken baskalarindan bagimsiz olabilme, klasik dusuncenin disina cikabilme, baskalarina uymaktan kacinma, otorite merkezlerini elestirebilme, sorumluluk ve zorunluluklardan kacinmak.

___ **3. Diger Kulturlerle Ilgili Yetenekler:** Farkli millet ve kulturleri diger etnik gruplari anlayabilmek ve onlara karsi toleransli davranarak gerektiginde etkili bir sekilde kominikasyon kurabilmek.

___ **4. Kararlilik:** Belli bir konuda bir karara vardiktan sonra sartlar zorlassa ve tatsiz bir hal alsa bile yolunda devam edebilme kabiliyeti.

___ **5. Sosyal Iliskiler:** Diger insanlarla iyi gecinebilme yetenegine, iyi niyetine, tim ruhuna ve nerede nasil davranacagini bilme yetisine sahip olmak ve digerlerine karsi onyargi sahibi olmamak. Bunlara ilave olarak rahatsiz edici, yani digerlerinin sinirine dokunan ozelliklere sahip olmamak.

___ **6. Etkin Zeka:** Insanlar, nesneler ve fikirlerle ilgili stratejik hedefler ve bu hedeflere ulasmada en etkin yollari secebilme yetenegi. Buna ilaveten cabuk ve pratik dusunceye, yani care buluculuk, orjinallik ve sagduyu gibi ozelliklere sahip olmak.

___ **7. Duygusal (zihni) Istikrar:** Baski ve stres altinda tutarli ve dayanikli olmak, rahatsiz edici dusunce ve duygulara yenik dusmeden onlara hakim olabilmek, nevrotik egilimlerden uzak kalabilmek ve kaos (karisiklik ve belirsizlik) durumunda yuksek bir toleransa sahip olmak.

___ **8. Fiziki Uyum Kabiliyeti:** Kendisini kolaylikla degisik iklim ve arazi kosullari gibi farkli fiziksel ortamlara adapte edebilme ozelligi.

___ **9. Propoganda Yetenegi:** Dusmanin psikolojik olarak hassas ve zayif noktalarini anlayabilme ve bu noktalara dayanarak dusmani yipratabilmek icin ikna edici bir konusma, yazma ve grafik cizme kabiliyetlerine sahip olmak.

___ **10. Olgunluk:** Kisilik ve dusunceler acisindan yetiskin olma durumu.

___ **11. Goreve Yonelik Motivasyon:** Ozel Kuvvetler Tim mensubu olmak icin gosterilen ilgi ve istek (Ve bu istekte devamlilik)

___ **12. El Yetenegi:** El, bilek ve kollari mekanik bir isi yaparken ustaca kullanabilme.

___ **13. Liderlik:** Organize etme ve yonetme, sorumluluk ustlenebilme, yardimlasmayi tesvik etme ve sosyal giriskenlik (kendiliginden is yapma) kabiliyeti.

___ **14. Macera, Heyecan ve Degisiklik Hevesi:** Heyecan ve eglence icin macera ve degisiklik yasama istegi.

___ **15. Yaraticilik:** Yeni ve orijinal fikirler bulma ve gelistirme yetenegi.

___ **16. Fikri Esneklik:** Yeni ortaya cikan durum gerektirdiginde daha onceden verilen karardan yeni bir karara kolayca gecebilme yetenegi.

___ **17. Fiziksel Kabiliyet:** Canlilik, fizik dayaniklilik (kondisyon), cesaret ve saglam bir yapi.

___ **18. Kisisel Uyum Kabiliyeti:** Kendini zihni olarak birbirinden cok farkli durumlara adapte edebilme yetenegi.

___ **19. Gozlem ve Rapor Etme Kabiliyeti:** Onemli hususlari ve bunlarin arasindaki iliskileri gozlemleyebilme ve tam olarak hatirlayabilme, eldeki bilgiyi degerlendirme, yorumlama; kisa ama anlasilir sekilde rapor etme yetenegi.

___ **20. Duzenli ve Organize Olmak:** Yazi islerini duzenli ve tertipli bir sekilde yapmak, zor bir goreve baslamadan once planlama yapmak, malzeme ve techizatini duzenli ve intizamli tutmak, yapilacak islerin detaylarini organize edebilmek.

___ **21. Teknik Yetenekler:** Askeri sinifin gerektirdigi; belli bir silah sistemi veya taktik bir telsiz gibi teknik konularda bilgili ve yetenekli olmak.

___ **22. Enerji ve Insiyatif:** Aktiflik, sevk,gayret ve insiyatif (girisimcilik) sahibi olma.

___ **23. Fiziki (Dis) Goruntu:** Uzun boylu veya kisa boylu olmak, atletik gorunuslu veya kilolu olmak, saclari seyrek veya gur olmak gibi fiziksel gorunus ozellikleri.

___ **24. Yabanci Dil Bilgisi:** Herangi bir yabanci dili etkin olarak konusabilme ve o dilde yazabilme yetenegi.

___ **25. Guvenlik:** Sir saklama kabiliyeti; tedbirlilik, ketumluk ve gerektiginde blof ve aldatmayi kullanabilmek.

___ **26. Baglilik ve Itaat:** Birbirinden farkli ve zor sartlar altinda bile birlige bagli kalma kabiliyeti ve emirlere karsi koymaksizin itaat etmeye hazir olmak.

___ **27. Taktik Kabiliyeti:** Dost ve dusman birliklerinin taktigini iyi bir sekilde bilmek ve yorumlamak gibi askeri yetenekler.

APPENDIX C
Survey Results of Sound Responses

Personal Attributes	-1-	-2-	-3-	-4-
1.Openness to new ideas, suggestions	12	16	9	-4
2.Autonomy	10	18	9	-8
3.Cross-cultural Skills	5	22	10	-17
4.Determination	22	4	11	18
5.Social Relations	14	12	11	2
6.Effective Intelligence	29	4	4	25
7.Emotional Stability	25	4	8	21
8.Physical Adaptability	18	10	9	8
9.Propaganda Skills	12	15	10	-3
10.Maturity	8	18	11	-10
11.Motivation for Assignment	13	8	16	5
12.Manual Dexterity	2	16	19	-14
13.Leadership	23	4	10	19
14.Interest in Adventure, Excitement, and C	2	23	12	-21
15.Creativity	8	12	17	-4
16.Flexibility	9	7	21	2
17.Physical Ability	22	4	11	18
18.Personal Adaptability	6	14	17	-8
19.Observing and Reporting	8	12	17	-4
20.Being orderly and organized	4	15	18	-11
21.Technical Skills	6	21	10	-15
22.Energy and Initiative	8	13	16	-5
23.Physical Appearance	1	21	15	-20
24.Knowledge of a Foregn Language	6	21	10	-15
25.Security	19	4	14	15
26.Loyalty and Obedience	30	1	6	29
27.Tactical Skills	11	14	12	-3

-1- : Number saying among the 9 most important attributes
-2- : Number saying among the 9 least important attributes
-3- : Number saying neither least, nor most important attribures
-4- : Difference between column -1- and -2-

Frequency Distribution of Numbers Saying Among the 9 Most Important Attributes
(Sound Survey Responses)
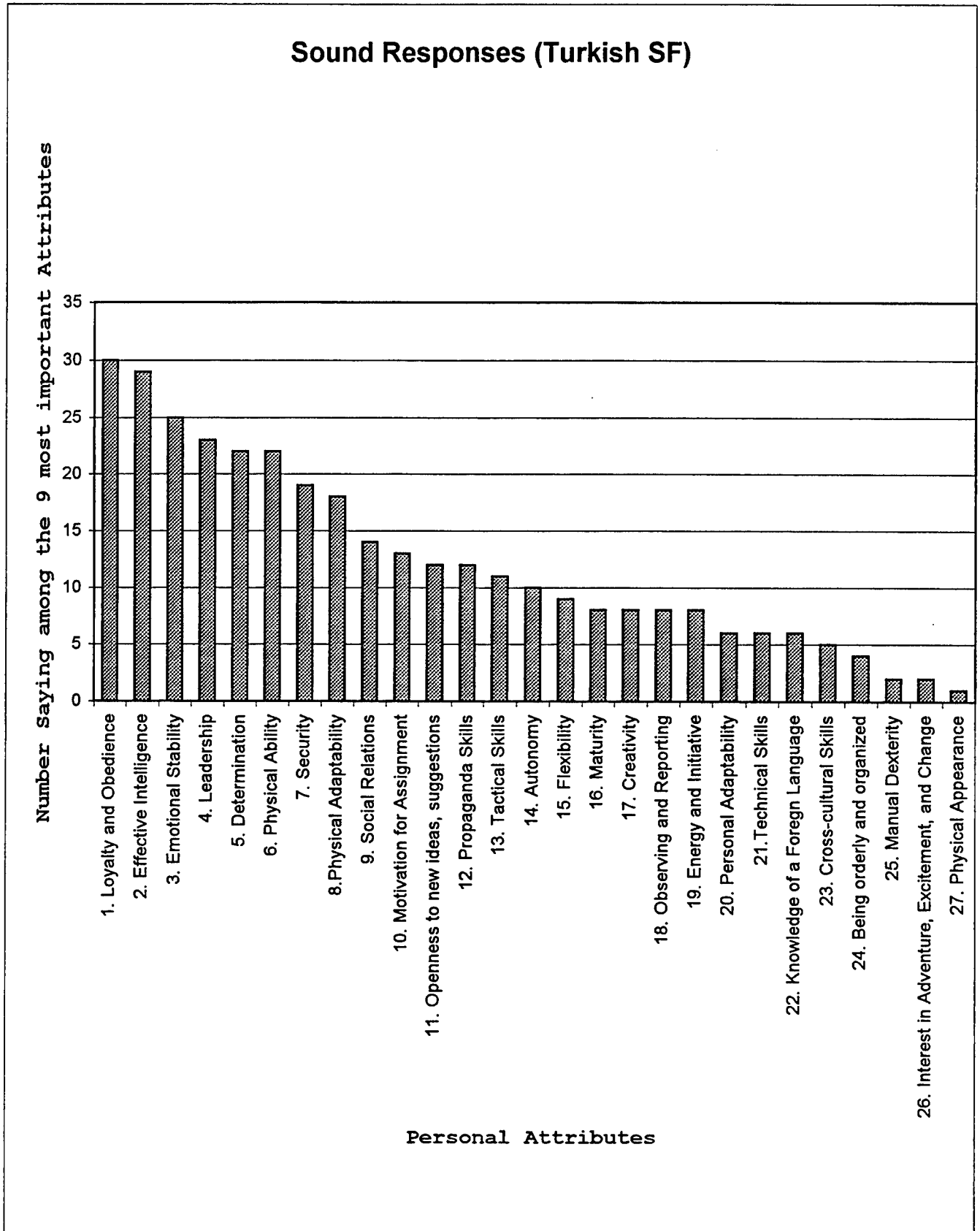
Ranking of Top and Bottom Attributes of Sound Survey Responses

Top 8 Attributes According to Number
saying among the 9 most important Attribute

Top 8 Attributes According to Differences
Loyalty and Obedience (30)	Loyalty and Obediance (29)
Effective Intelligence (29)	Effective Intelligence (25)
Emotional Stability (25)	Emotional Stability (21)
Leadership (23)	Leadership (19)
Determination (22)	Determination (18)
Physical Ability (22)	Physical Ability (18)
Security (19)	Security (15)
Physical Adaptability (18)	Physical Adaptability (8)

Bottom 8 Attributes According to Number
saying among the 9 most important Attribute

Bottom 8 Attributes According to Differences
Physical Appearance (1)	Interest in Advanture, Exct., and Change (-21)
Interest in Adventure, Excitement, and Change (2)	Physical Apperance (-20)
Manual Dexterity (2)	Cross-Cultural Skills (-17)
Being Orderly and Organized (4)	Technical Skills (-15)
Cross-cultural Skills (5)	Knowledge of a Foreign Language (-15)
Knowledge of a Foreign Language (6)	Manual Dexterity (-14)
Technical Skills (6)	Being Orderly and Organized (-11)
Personal Adaptability (6)	Maturity (-10)

Bottom 8 Attributes According to Number
saying among the 9 least important attributes

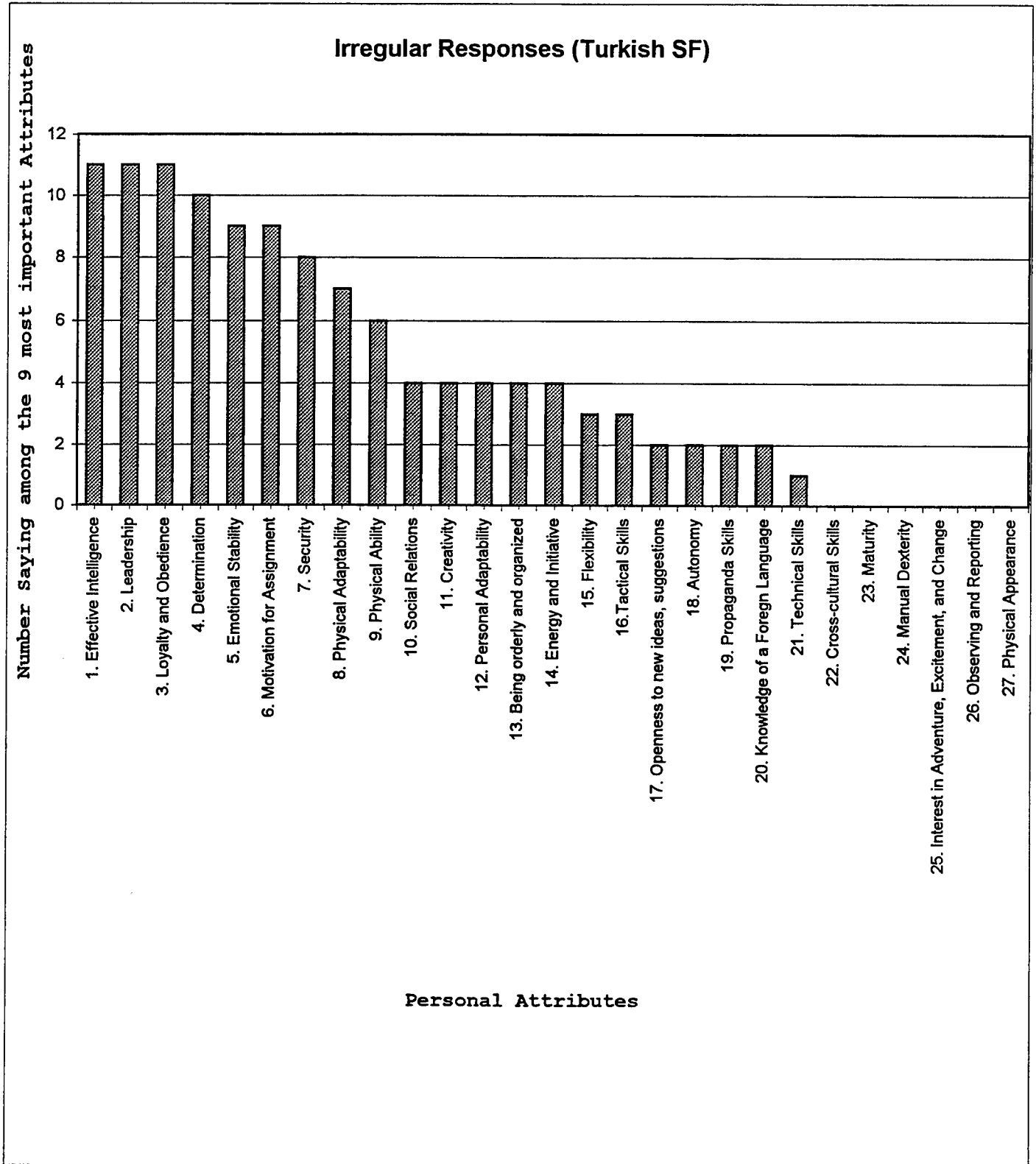| |
|---|
| Interest in Adventure, Exct., and Change (23) |
| Cross-cultural Skills (22) |
| Technical Skills (21) |
| Physical Appearance (21) |
| Knowledge of a Foreign Language (21) |
| Autonomy (18) |
| Maturity (18) |
| Manual Dexterity (16) |

Survey Results of Irregular responses

Personal Attributes	-1-	-2-	-3-	-4-
1.Openness to new ideas, suggestions	2	5	5	-3
2.Autonomy	2	8	3	-6
3.Cross-cultural Skills	0	8	5	-8
4.Determination	10	2	1	8
5.Social Relations	4	7	2	-3
6.Effective Intelligence	11	1	1	10
7.Emotional Stability	9	3	1	6
8.Physical Adaptability	7	3	3	4
9.Propaganda Skills	2	6	5	-4
10.Maturity	0	7	6	-7
11.Motivation for Assignment	9	1	3	8
12.Manual Dexterity	0	10	3	-10
13.Leadership	11	0	2	11
14.Interest in Adventure, Excitement, and Change	0	10	3	-10
15.Creativity	4	3	6	1
16.Flexibility	3	5	5	-2
17.Physical Ability	6	2	5	4
18.Personal Adaptability	4	3	6	1
19.Observing and Reporting	0	6	7	-6
20.Being orderly and organized	4	2	5	2
21.Technical Skills	1	8	4	-7
22.Energy and Initiative	4	2	7	2
23.Physical Appearance	0	9	4	-9
24.Knowledge of a Foregn Language	2	8	3	-6
25.Security	8	2	3	6
26.Loyalty and Obedience	11	1	1	10
27.Tactical Skills	3	4	6	-1

-1- : Number saying among the 9 most important attributes
-2- : Number saying among the 9 least important attributes
-3- : Number saying neither least, nor most important attributes
-4- : Difference between column -1- and -2-

Frequency Distribution of Numbers Saying Among the 9 Most Important Attributes
(Irregular Survey Responses)

Irregular Responses (Turkish SF)

Number Saying among the 9 most important Attributes

1. Effective Intelligence
2. Leadership
3. Loyalty and Obedience
4. Determination
5. Emotional Stability
6. Motivation for Assignment
7. Security
8. Physical Adaptability
9. Physical Ability
10. Social Relations
11. Creativity
12. Personal Adaptability
13. Being orderly and organized
14. Energy and Initiative
15. Flexibility
16. Tactical Skills
17. Openness to new ideas, suggestions
18. Autonomy
19. Propaganda Skills
20. Knowledge of a Foregn Language
21. Technical Skills
22. Cross-cultural Skills
23. Maturity
24. Manual Dexterity
25. Interest in Adventure, Excitement, and Change
26. Observing and Reporting
27. Physical Appearance

Personal Attributes

Ranking of Top and Bottom Attributes of Irregular Survey Responses

Top 8 Attributes According to Number saying among the 9 most important attributes

Effective Intelligence (11)
Leadership (11)
Loyalty and obedience (11)
Determination (10)
Emotional Stability (9)
Motivation for Assignment (9)
Security (8)
Physical Adaptability (7)

Top 8 Attributes According to the Differences

Leadership (11)
Effective Intelligence (10)
Loyalty and obedience (10)
Determination (8)
Motivation for Assignment (8)
Emotional Stability (6)
Security (6)
Physical Ability (4)

Bottom 8 Attributes According to Number saying among the 9 most important Attributes

Physical Appearance (0)
Observing and Reporting (0)
Interest in Adventure, Excitement, and Change (0)
Manual Dexterity (0)
Maturity (0)
Cross-cultural Skills (0)
Technical Skills (1)
Knowledge of a Foreign Language (2)

Bottom 8 Attributes According to the Differences

Manual Dexterity (-10)
Interest in Adventure, Excitement, and Change (-10)
Physical Appearance (-9)
Cross-cultural Skills (-8)
Maturity (-7)
Technical Skills (-7)
Autonomy (-6)
Knowledge of a Foreign Language (-6)

Bottom 8 Attributes According to Number saying among the 9 least important Attributes

Manual Dexterity (10)
Interest in Adventure, Excitement, and Change (10)
Physical Appearance (9)
Autonomy (8)
Cross-cultural Skills (8)
Technical Skills (8)
Knowledge of a Foreign Language (8)
Social Relations (7)

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